

# NHS Golden Jubilee

<b>Meeting:</b>	<b>NHS GJ Board</b>
<b>Meeting date:</b>	<b>26 February 2026</b>
<b>Title:</b>	<b>Strategic Risk Register</b>
<b>Responsible Executive:</b>	<b>Jonny Gamble, Executive Director of Finance</b>
<b>Report Author:</b>	<b>Kevin McMahon, Head of Risk &amp; Clinical Governance</b>

## 1 Purpose

**This is presented to the Board for:**

- Decision

**This report relates to a:**

- Effective decision making in NHS Golden Jubilee.

**This aligns to the following NHS Scotland quality ambition(s):**

- Safe
- Effective
- Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

- Leadership, Strategy and Risk
- High Performing Organisation

## 2 Report summary

The Strategic Risk Register reports on material changes across each of the portfolio areas within NHS Golden Jubilee. This report is intended to provide a summary of any significant changes to risks including scoring, new risks or closed risks since the last period of reporting. Section 2.1 outlines the current activity to support corporate risk management.

### 2.1 Situation

The ELT Risk group meet on a monthly basis. There are 15 risks currently included within the strategic risk register, compared to 20 previously reported. The movement in the risk register is outlined below.

The ELT Risk group discussed the output of the Board risk appetite session and confirmed the risk appetite statement at the January Board development session, before formal approval by the Audit and Risk Committee.

## **2.2 Assessment**

### **2.2.1 New Risks**

There is 1 new risk within the strategic risk register. This relates to capital allocation, with a further workshop planned in this area to develop the risk and opportunities based mitigation strategy going forward.

The thorough review of the current strategic risks have taken place by the ELT Risk group with a future workshop planned to ensure alignment with strategic and corporate objectives.

### **2.2.2 Risks Closed**

Since previously reported to the ELT there are no strategic risks closed. The ELT risk group reviewed the strategic risks and determined 5 of the risks can be de-escalated to the divisional risk register.

DR-126 – Accessing NHS Tayside patient medical records has been a long standing risk since June 2023. A solution has been developed and is implemented. There are still ongoing challenges with this process in regards to staff access. This will only be fully resolved when Tayside join the regional portal network which was aimed to be next year. Therefore the risk has reduced from a high (12) to Medium (6) and de-escalated from the strategic risk register to the divisional risk register.

B004/22 CfSD Commitment to NHS Scotland Recovery, this risk has been de-escalated from the strategic risk register to the Divisional risk register. The impact of this risk is not perceived to be material on NHS GJ.

SR-245 Health and Safety risk has been de-escalated to the divisional risk register. ELT Risk group confirmed their assurance that NHS GJ compliance against health and safety standards has meant this risk can be de-escalated.

DR-232 NORS Retrieval Service and our ability to meet the agreed SLA with NHS BT. The ELT risk group recognised that whilst there were challenges with the service, the NHS GJ role within this is managed effectively. Elements of the risk identified were outwith the scope of NHS GJ and will be raised through other forums.

SR-244 Capital Infrastructure risk relating to Scottish Government allocations to invest in capital infrastructure. The ELT risk group confirmed that there remains a risk relating to this. Though the risk has evolved due to mitigations put in place. This risk has been de-escalated to the divisional risk register.

The ELT Risk group continue to provide detailed scrutiny and challenge on the strategic risks. The Director of Operations has commissioned the SLT workshop in risk managed on 12<sup>th</sup> November 2025. The purpose is to provide an overview of risk management, communicate key expectations on risk, and undertake a review of the current risk profile.

### **2.2.3 Risks Increased**

There have been no strategic risks that have increased in score.

### **2.2.4 Risks Reduced**

The Financial risk 2025/26 has been reduced likelihood to a 2, taking the score from a 15 to a 10, as the financial position becomes clearer throughout the year.

B001/22 has reached its target score. This is retained until user acceptance testing is complete before being removed from the strategic register. This has been a longstanding risk since 2022.

#### **2.2.5 Equality and Diversity, including health inequalities**

There are no specific issues that require to be noted.

#### **2.2.6 Communication, involvement, engagement and consultation**

The Strategic Risk Register is presented to Executive Leadership Team, with further engagement throughout the organisation on any escalation required.

#### **2.2.7 Route to the Meeting**

The Strategic Risk Register has been discussed at the ELT Risk group in September and October 2025 and approved at the Audit and Risk Committee on 17 February 2026.

### **2.3 Recommendation**

The Board is asked to discuss and approve the Strategic Risk Register.

## **3 List of appendices**

The following appendices are included with this report:

Appendix 1 Strategic Risk Register